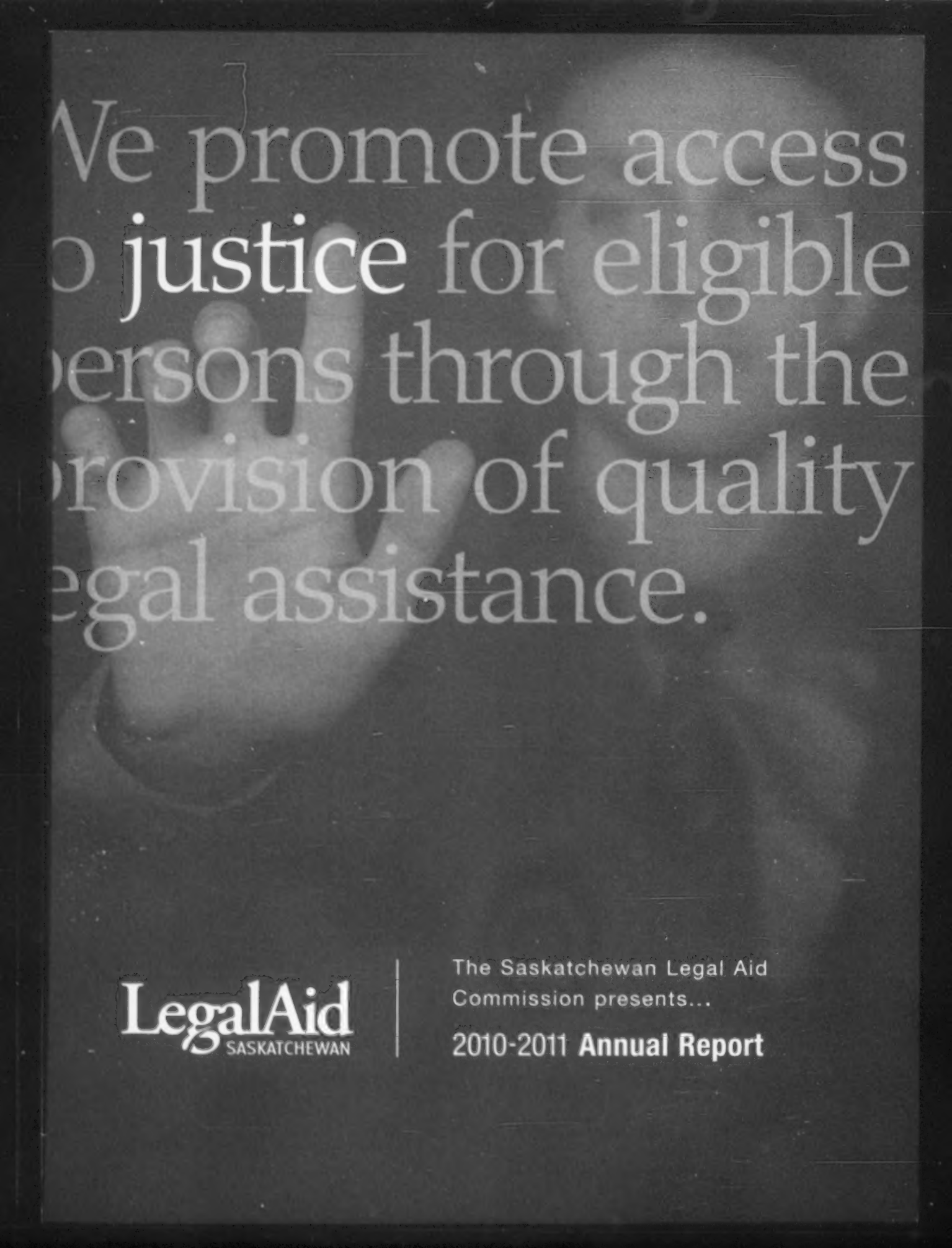
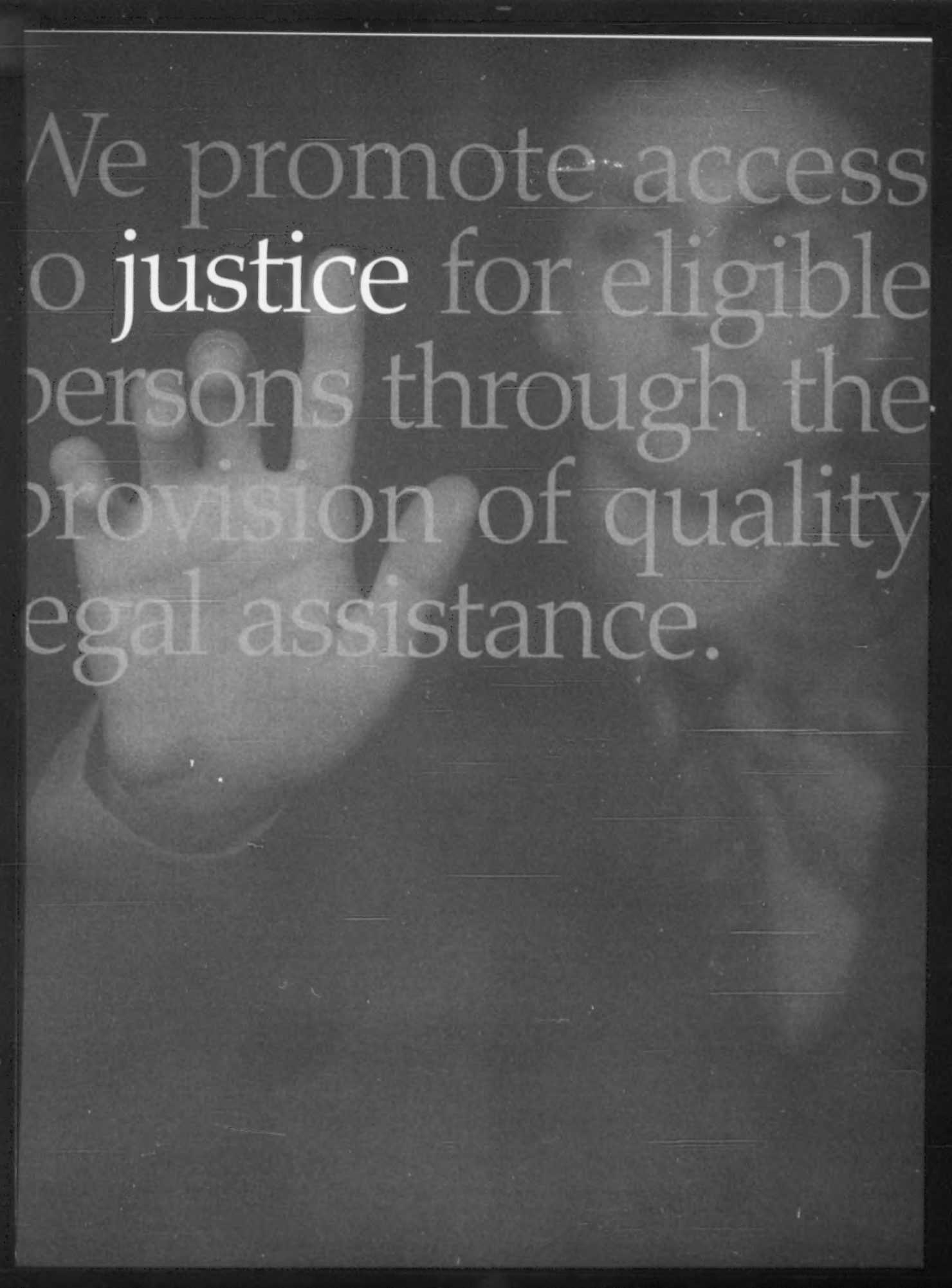


LegalAid SASKATCHEWAN

The Saskatchewan Legal Aid Commission presents...

2010-2011 **Annual Report**


We promote access
to justice for eligible
persons through the
provision of quality
legal assistance.

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Organizational Profile and Mandate

Mission

We promote access to justice for eligible persons through the provision of quality legal assistance.

Vision

The Saskatchewan Legal Aid Commission will be an innovative, collaborative legal aid system that responds to the needs of low income persons.

Legislative Mandate

The *Legal Aid Act* and *The Legal Aid Regulations* provide the legislative mandate for The Saskatchewan Legal Aid Commission.

Existing since 1974, The Saskatchewan Legal Aid Commission provides legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure these services from their own resources.

Staff Profile

Legal Aid Saskatchewan uses a salaried staff delivery model for most of its applicants (94% of its cases in 2010-11). At March 31st, 2011 Legal Aid had 162 staff positions located in 15 offices throughout the province.

Legal Aid Saskatchewan is a unionized environment with approximately 86% of the staff represented by CUPE Local 1949.

Legal Aid has many long service employees with 42 staff members (approximately 25%) employed with the organization for over 25 years.

The employment equity profile for Legal Aid breaks down as follows: 15.7% of our staff have self-declared as Aboriginal, 7.0% of our staff are persons with disabilities, and 1.7% of our staff are visible minorities. As well, 33.3% of our management team are female.

Eligibility

Applicants are financially eligible for services if:

- they are receiving income from Social Assistance; or
- their financial resources are at Social Assistance levels; or
- the costs of obtaining the services from a private lawyer would reduce their financial resources to Social Assistance levels.

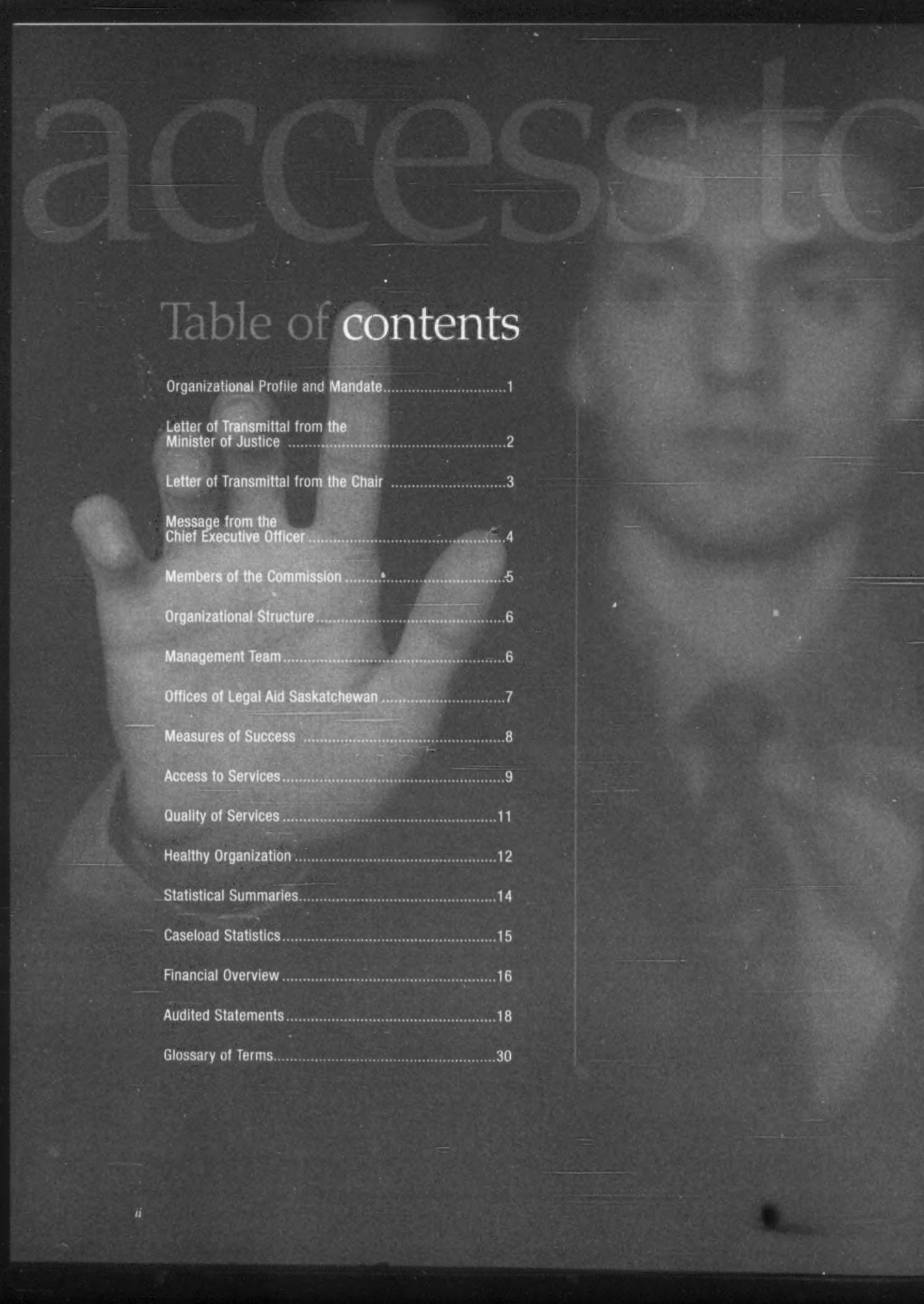
To illustrate with a couple of examples, in 2010-2011, financially eligible persons included single people making less than $12,000 (net) per year and families with four children with incomes less than $23,000 (net) per year.

Service

Legal services are provided to financially eligible applicants if the service requested falls within the range of services provided by The Saskatchewan Legal Aid Commission, and if the matter has professional merit. Services are provided in Federal Criminal matters (adult and youth) and family law.

Immediate advice, although temporary, despite financial status is available to those arrested or detained.

Summary advice and information may be provided to anyone about a wide range of matters if they involve no more than a brief interview or telephone call.



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Minister of Justice
and Attorney General

SASKATCHEWAN

Legislative Building
Regina, Saskatchewan S4S 0B3

His Honour
The Honourable Gordon Barnhart
Lieutenant Governor of the
Province of Saskatchewan

May It Please Your Honour:

I have the pleasure to transmit to your Honour the Annual Report of The Saskatchewan Legal Aid Commission for the year ending March 31, 2011.

Respectfully submitted,

Don Morgan, Q.C.
Minister of Justice and Attorney General

LegalAid SASKATCHEWAN

THE HONOURABLE DON MORGAN, Q.C.
MINISTER OF JUSTICE AND ATTORNEY GENERAL
PROVINCE OF SASKATCHEWAN

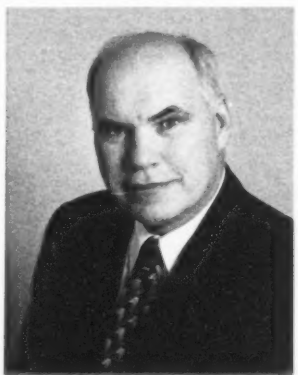
Dear Mr. Morgan:

It is my pleasure to forward to you the Annual Report of The Saskatchewan Legal Aid Commission according to *The Legal Aid Act*, depicting the affairs of the Commission in the 2010-2011 fiscal year.

Respectfully submitted,

W. Brent Gough, Q.C.
Chairperson

Message from the Chief Executive Officer



"we continued to provide high quality legal services to over 20,000 clients at a cost per case lower than almost anywhere in Canada"

Legal Aid Saskatchewan had a busy year. We said goodbye to some long term employees and Commissioners, and welcomed their replacements. We implemented a new information management system and replenished our computer hardware, system wide. We partnered with government, the courts and prosecutors to explore more efficient and better ways to operate the Justice system in Saskatchewan. We experimented with different staffing arrangements and assignments to enhance our service to rural clients (with mixed results). We produced and presented several professional development programs for Legal Aid staff and other interested parties. And we continued to provide high quality legal services to over 20,000 clients at a cost per case lower than almost anywhere in Canada.

We continue to enjoy the welcome support of the Provincial government, particularly the Ministry of Justice. Plans in other provinces have not experienced such support and we all know that in times of fiscal restraint, reduced funding to Legal Aid programs is an easy option. The Saskatchewan Ministry of Justice however, recognizes that Legal Aid is an integral part of the whole justice system and that any attempts to improve the system must include Legal Aid or be doomed to failure. And, just as important, reduced Legal Aid involvement is detrimental to its proper function.

We thank them for that.

Over the year we welcomed the following new employees to Legal Aid Saskatchewan:

Meadow Lake, Jonathan BODVARSON, [Articling Student]

Melfort, Ian GOLDBERG, [Lawyer]

Regina City, Laura WARD, [Legal Secretary]

Regina City, Sheri LARSON, [Receptionist]

Regina Rural, Murray PELLETIER, [Lawyer]

Saskatoon City Criminal, Nicole WALL, [Receptionist]

Yorkton, Kim STINSON, [Lawyer]

Central, Amanda TOTCHEK, [Administrative Clerk]

We were also very pleased to welcome three new Commissioners this year: Irwin Hennie, Mary-Lynn Waschuk, and Maria Campbell. They have already shown themselves to be thoughtful stewards. The Commissioners have been consistently supportive and generous with their time and expertise.

It has been my honour to act as CEO of Legal Aid Saskatchewan over the past five years.

I am particularly grateful to the staff at Central Office and the Legal Directors for their wise counsel and willingness to challenge me.

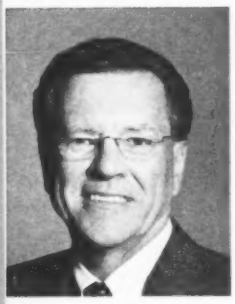
I also want to thank our Private Bar Lawyers who are prepared to work for significantly reduced fees on the Legal Aid tariff, and do so with little complaint. They epitomize law as a profession rather than a business.

Finally, I would like to thank the men and women in the area offices who actually perform the services that Legal Aid Saskatchewan was created to provide. Without their skill and dedication Legal Aid Saskatchewan would be a much less worthy organization.

Allan T. Snell, Q.C.
Chief Executive Officer

Members of the Commission

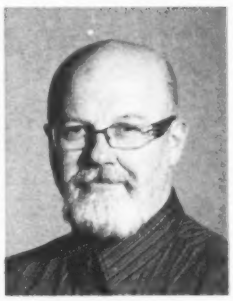
Members from April 1 2010 to March 31, 2011



Ken Acton
Regina
Appointed by the Minister of Justice and Attorney General

Maria Campbell
Saskatoon
Appointed by the Lieutenant Governor in Council

Orlo Drewitz*
Saskatoon
Appointed by the Lieutenant Governor in Council



Michael Dunphy
Saskatoon
Appointed by the Minister of Social Services

Gary Eagle
Saskatoon
Appointed by the Lieutenant Governor in Council

W. Brent Gough, Q.C.
Chair – Saskatoon
Appointed by the Lieutenant Governor in Council

Irwin Hennie
La Ronge
Appointed by the Lieutenant Governor in Council

Ronald Kruzeniski, Q.C.
Regina
Appointed by the Law Society of Saskatchewan

Wendy Lemaigre*
Buffalo Narrows
Appointed by the Lieutenant Governor in Council

Mary-Lynn Waschuk
Waskesiu Lake
Appointed by the Lieutenant Governor in Council

Jay Watson
Saskatoon
Appointed by the Law Society of Saskatchewan

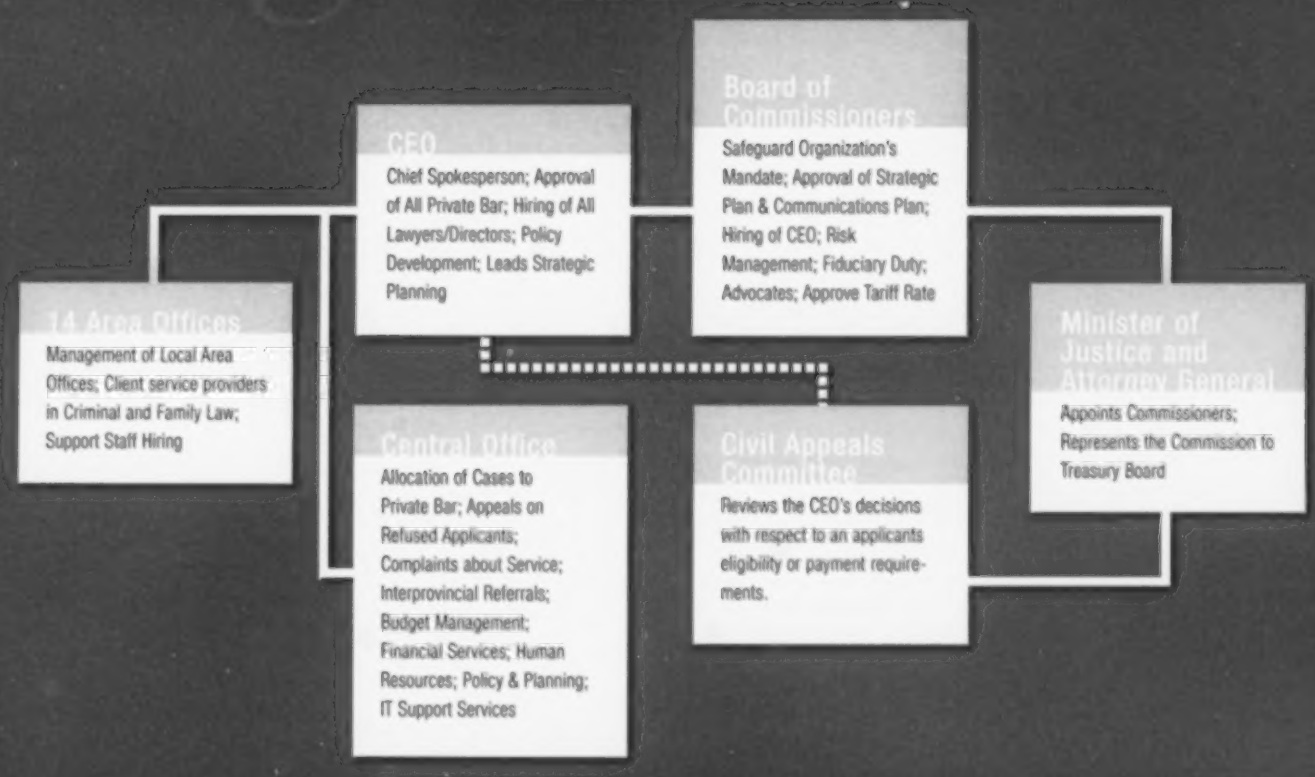
Alma Wiebe, Q.C.
Saskatoon
Appointed by the Lieutenant Governor in Council

Shirley Wolfe-Keller*
Invermay
Appointed by the Lieutenant Governor in Council

The *Legal Aid Act* provides for the appointment of ten members – two appointed by the Law Society of Saskatchewan, six members appointed by the Lieutenant Governor in Council, one member who is an employee of the Ministry of Justice and Attorney General appointed by the Minister of Justice, and one member who is an employee of the Ministry of Social Services appointed by the Minister of Social Services.

* To December 2010

Organizational Structure


Board of Commissioners
Safeguard Organization's Mandate; Approval of Strategic Plan & Communications Plan; Hiring of CEO; Risk Management; Fiduciary Duty; Advocates; Approve Tariff Rate
CEO
Chief Spokesperson; Approval of All Private Bar; Hiring of All Lawyers/Directors; Policy Development; Leads Strategic Planning
14 Area Offices
Management of Local Area Offices; Client service providers in Criminal and Family Law; Support Staff Hiring
Central Office
Allocation of Cases to Private Bar; Appeals on Refused Applicants; Complaints about Service; Interprovincial Referrals; Budget Management; Financial Services; Human Resources; Policy & Planning; IT Support Services
Civil Appeals Committee
Reviews the CEO's decisions with respect to an applicants eligibility or payment requirements.
Minister of Justice and Attorney General
Appoints Commissioners; Represents the Commission to Treasury Board

Management Team

Allan Snell, Q.C.
Chief Executive Officer

Jerome Boyko
Director of Finance

Julian Demkiw
Director of Planning & Administration

Dona Jones
Director of Human Resources

David Andrews, Q.C.
Director, Regina Rural Area Office

David Bright
Director, Yorkton Area Office

George Combe
Director, Saskatoon City Criminal Legal Aid Area Office

Pamela Cuelenaere, Q.C.
Director, Prince Albert Area Office

Kimberly Earing
Director, Northern Area Office

Janice Lawrence, Q.C.
Director, The Battlefords Area Office

Adrian McBride
Director, Swift Current Area Office

Donald Mullord, Q.C.
Director, Saskatoon Rural Area Office

Rosanne Newman
Director, Meadow Lake Area Office

Rick Mayer Q.C.
Director, Regina City Area Office

Mervyn Shaw, Q.C.
Director, Moose Jaw Area Office

Kelly Soder
Director, Saskatoon City Family Legal Aid Area Office

James Struthers, Q.C.
Director, South East Area Office

Barry Treacy, Q.C.
Director, Melfort Area Office

Offices of Legal Aid Saskatchewan

Central Office
#502 – 201 21st Street East
Saskatoon, SK S7K 0B8
Phone: 933-5300 Fax: 933-6764
Toll Free: 1-800-667-3764
E-mail: central@legalaid.sk.ca
Chief Executive Officer: Allan T. Snell, Q.C.

Saskatoon City Criminal Legal Aid Area Office
#1053 – Sturdy Stone Centre
122 Third Avenue North
Saskatoon, SK S7K 2H6
Phone: 933-7820 Fax: 933-7827
Toll Free: 1-877-424-1898
Legal Director: George Combe

Meadow Lake Area Office
Unit #3, 101 Railway Place
Meadow Lake, SK S9X 1X6
Phone: 236-7636 Fax: 236-7634
Toll Free: 1-800-461-8188
Legal Director: Rosanne Newman

Prince Albert Area Office
Box 3003, 11th Floor L.F. McIntosh Building
800 Central Avenue
Prince Albert, SK S6V 6G1
Phone: 953-2850 Fax: 953-2866
Toll Free: 1-877-424-1900
Legal Director: Pamela Cuelenaere, Q.C.

Northern Area Office
Box 5000
Mistasinihk Place1328 La Ronge Avenue
La Ronge, SK S0J 1L0
Phone: 425-4455 Fax: 425-4472
Toll Free: 1-800-667-4095
Legal Director: Kimberly Earing

South East Area Office
Main Floor, 1302 3rd Street
Estevan, SK S4A 2V6
Phone: 637-4620 Fax: 637-4625
Toll Free: 1-877-424-1903
Legal Director: James Struthers, Q.C.

South East Area Office
(Sub-office address):
Box 2003, 110 Souris Avenue
Weyburn, SK S4H 2Z9
Phone: 848-2341 Fax: 848-2562
Toll Free: 1-877-424-1907

Swift Current Area Office
3rd Floor, 350 Cheadle Street West
Swift Current, SK S9H 4G3
Phone: 778-8272 Fax: 778-8307
Toll Free: 1-877-424-1905
Legal Director: Adrian McBride

Regina City Area Office
#200 – 1942 Hamilton Street
Regina, SK S4P 2C5
Phone: 787-8760 Fax: 787-8827
Toll Free: 1-877-424-1897
Legal Director: Rick Mayer, Q.C.

Saskatoon Rural Area Office
#941 – Sturdy Stone Centre
122 Third Avenue North
Saskatoon, SK S7K 2H6
Phone: 933-7855 Fax: 933-7854
Toll Free: 1-877-424-1899
Legal Director: Donald Mullord, Q.C.

The Battlefords Area Office
Main Floor, Provincial Building
1192 102nd Street
North Battleford, SK S9A 1E9
Phone: 446-7700 Fax: 446-7598
Toll Free: 1-877-441-4418
Legal Director: Janice Lawrence, Q.C.

Melfort Area Office
P.O. Box 6500
3rd Floor, 105 Crawford Avenue East
Melfort, SK S0E 1A0
Phone: 752-6220 Fax: 752-6127
Toll Free: 1-877-424-1901
Legal Director: Barry Treacy, Q.C.

Moose Jaw Area Office
#113 – 110 Ominica Street West
Moose Jaw, SK S6H 6V2
Phone: 694-3700 Fax: 694-3738
Toll Free: 1-877-424-1902
Legal Director: Mervyn Shaw, Q.C.

Yorkton Area Office
#301 – 120 Smith Street East
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Phone: 786-1440 Fax: 786-1405
Toll Free: 1-877-424-1904
Legal Director: David Bright

Regina Rural Area Office
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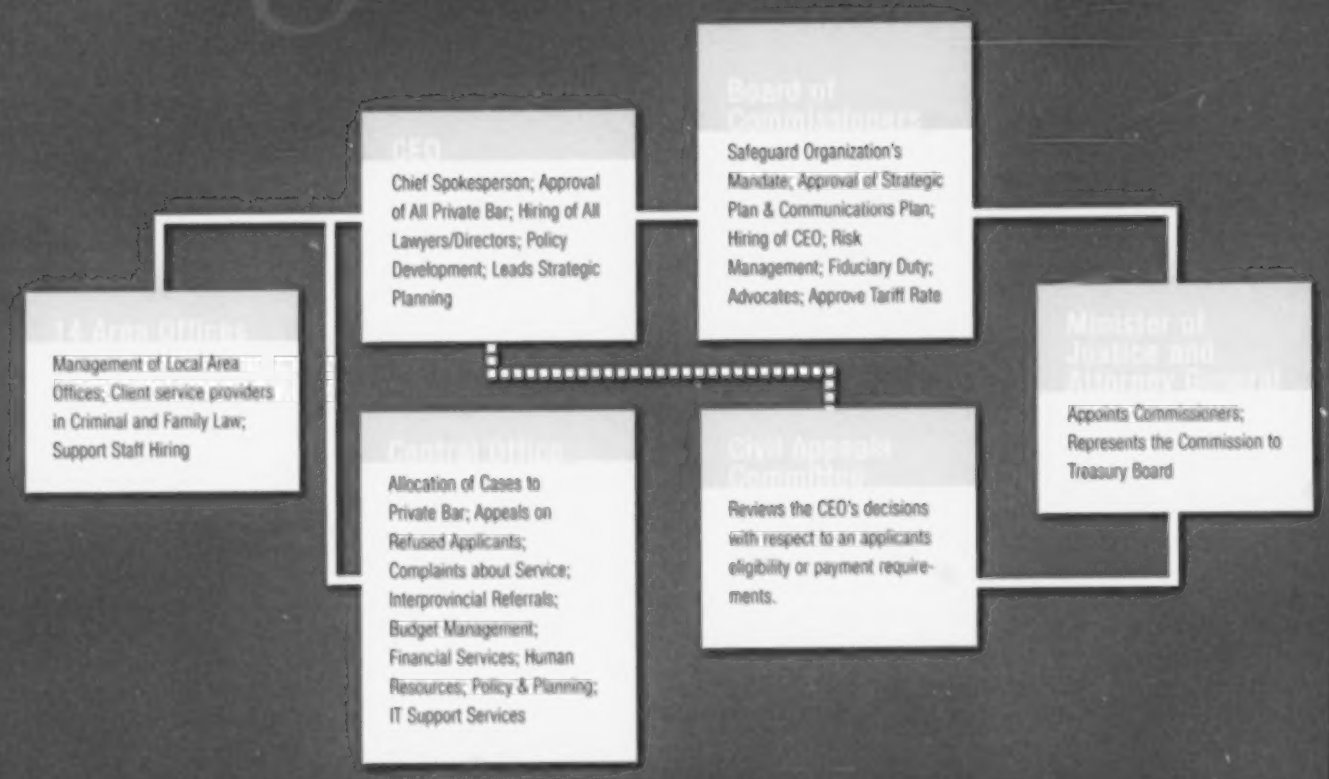
Regina, SK S4P 2C5
Phone: 787-1141 Fax: 787-2316
Toll Free: 1-877-424-1906
Legal Director: David Andrews, Q.C.

Saskatoon City Family Legal Aid Area Office
#155 – Sturdy Stone Centre
122 Third Avenue North
Saskatoon, SK S7K 2H6
Phone: 964-2200 Fax: 964-2222
Toll Free: 1-877-324-2200
Legal Director: Kelly Sodoi

Organizational Structure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Saskatoon, SK S7K 2H6
Phone: 964-2200 Fax: 964-2222
Toll Free: 1-877-324-2200
Legal Director: Kelly Soder

Measures of Success

"It is healthy to evolve and even healthier to document that evolution"

The Board of Commissioners of Legal Aid have identified three areas that are used to define and measure success for Legal Aid:

- A client's ability to access our services
- The quality and perceived quality of our services
- The organizational "health" of Legal Aid

These areas of success serve as signposts on our path to achieving our mandate "providing legal services to those that cannot afford them from their own means."

As we end the second year of measuring our success, we reflect on how far we've come in our ability to collect information about our indicators of success and also reflect on the definitions of success themselves.

It is expected that a natural evolution will occur with more measures being added, altered, or abandoned as a more complete picture of success at Legal Aid is developed. Evolution will occur as we develop new and more accurate ways to collect data. Evolution will occur as Board members change for they are the ones that define success for Legal Aid. It is healthy to evolve and even healthier to document that evolution in reports such as this.

There are many changes that will affect these measures and definitions over the coming year. We've recently launched a new database that will allow us to collect and report on much more detailed information. We are in the beginning stages of a new strategic planning process with our staff that will look concretely at actions that can impact these measures. As well, in the last 18 months, we have replaced half of our Board of Commissioners due to ending terms and retirements. Lastly, our current CEO Allan Snell's term ends on Jan. 31st 2012 meaning a change in leadership and vision for the organization. Changes in technology, processes, and leadership within Legal Aid can only mean changes to how we define and report on success.

Regardless of change though, we have firmly established some baselines of success and are able to now compare those measures to one another year over year. As things change, we can use this base to mark how far we have come. In service organizations like Legal Aid, we rarely have time to reflect on these changes, but it is important that we do. What you will see in this report are details on measures collected to date and some highlights of each area that we have focused on here at Legal aid Saskatchewan. Information on caseloads and finances can be found throughout the Annual Report.

Access to Services

We know Legal Aid is successful when those that need us the most can access our services consistently, regardless of their circumstances.

Current Measures of Success

- Waiting times for clients to connect with a lawyer for their first appointment
- Number and relative proximity of physical access points for clients
- Number of formal Denials

Summary of Measures

A person's ability to connect with our services is of paramount importance to Legal Aid. We've chosen to concentrate on measures that touch upon a wide range of access issues such as: physical access, eligibility to receive services, and waiting times.

Waiting Times: Average across our fourteen offices

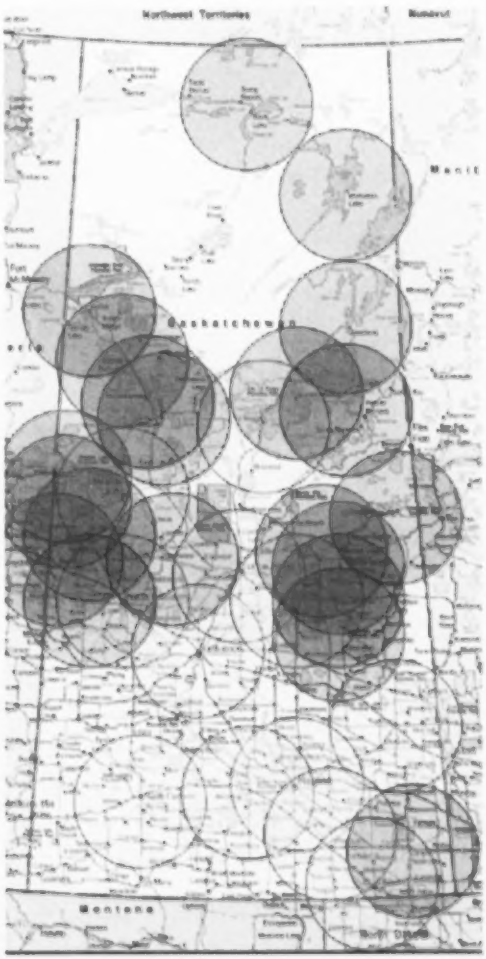
	Criminal Adult	YCJA	Family Matters
At May 2011	3.5 wks	2.9 wks	3.8 wks
At Sept. 2009	2.8 wks	2.4 wks	3.3 wks
At Sept. 2008	2.8 wks	2.4 wks	3.3 wks

Other Measures

	2008/09	2009/10	2010/11
Notice of Denial letters	2752	3187	2807
Appeals on Denials	743	925	869

Physical Access

Between our current offices and frequently visited court points approximately 85% of the province is within 1 hour of interacting directly with a Legal Aid staff or Lawyers.



"A person's ability to connect with our services is of paramount importance to Legal Aid"

Access to Services *continued*

Highlight – Understanding Denials

Like any service organization, there is a limit to how many people we can serve. In order to manage the number of clients we take on, we need to some sort of criteria that indicates who we can serve and who we cannot. Legal Aid currently has four criteria for determining who we will be able to serve:

- Financial – based on average annual income and family size
- Range – based on the type of services required
- Discretion (Case) – based on the professional merits of the case
- Discretion (Client) – based on the administrative needs of the client

> "Legal Aid Saskatchewan still has the lowest denial rate of any legal aid organization in Western Canada"

A client can be denied our services based on any one of these criteria. Primarily, clients are denied based on their finances (80%) followed by range (10%). Discretion is rarely used but combined with reasons in the "other" category, rounds out the final 10%.

These statistics are important to us because we can use them to track trends, alter policies, and better our internal procedures. One of the reasons our new database, the Legal Aid Information Network (LAIN), was developed was to keep better track of our statistics in these key areas. Through the development of LAIN we realized a fundamental flaw in our previous database that prevented us from accurately capturing when one of our clients was formally denied our services. Once a full year of data is collected in LAIN, what you will see next year is an "increase" in our denials but in truth it is simply a more accurate picture of what has been occurring at Legal Aid for years.

Despite this past data flaw, Legal Aid Saskatchewan still has the lowest denial rate of any legal aid organization in Western Canada. In Saskatchewan, about 7% of applicants were denied service as compared to 25% in Alberta, 27% in Manitoba, and 53% in BC. Reviewing our eligibility and refining how we capture these statistics will be a top priority for years to come.

2009-10 CCJS	SASK	AB	BC	MAN
Summary Advice	3,904	N/A	N/A	9,885
Total Duty Counsel	16,422	161,349	118,310	38,664
Full Service	21,895	38,861	26,518	26,825
Denials	1,587	10,051	14,112	7,353

Quality of Services

We know Legal Aid is successful when we consistently provide high quality service to each of our clients that is in line with our organizational values.

Measures of Success

- Appropriate Number of Cases/Office
- Appropriate level of Professional Development for staff
- Number of complaints received
- Average Years of Service of staff
- Client and peer satisfaction with perceived quality of service.

"Measuring quality is no small task"

Summary of Measures

Measuring quality is no small task – especially in a service organization where the outcomes are not easily defined. What we have chosen to do is focus on those measures that have clear connections to quality service: caseloads, staff experience, staff training, and feedback on the services we offer.

	2008/09	2009/10	2010/11
Formal Complaints	67	54	67
Prof. Dev. $/FTE	$614	$8,91[1]	$763
Prof. Dev. Hours/Lawyer	NA	NA	30.8
Average Years of Service	14.14	13.72	14.57

[1] Restated from last year's numbers

Highlight – Average Years of Service

Legal Aid Saskatchewan is home to some of the most experienced lawyers and legal staff in the Province. Of the 170 employees currently working for Legal Aid Saskatchewan, 25% have worked for the organization for over 25 years. The Commission believes that there is a direct link between years of service and the quality of service a client receives. Our lawyers and staff know the legal system, they know the court system in Saskatchewan, and they are particularly adept at understanding the needs of our clients.

In addition to our more experienced staff, we have a significant amount of renewal in the organization. Approximately 30% of our staff have been hired in the last 5 years. We see benefits to quality service from this cohort in the way of new ideas, familiarity with newer technologies and approaches, and a renewed sense of enthusiasm towards our service mandate.

It is the synergistic effect of these two cohorts that offers the greatest advantage to Legal Aid Saskatchewan. We can harness the experience of our senior employees and combine it with the enthusiasm of our more junior staff. Experience and new ideas come together to provide a high level of quality service for our staff.

It is the purview of the Commission to ensure a proper balance of experience and renewal. It is clear that Legal Aid is an appealing employer as we can clearly attract new staff and retain current ones. As our longer term staff retire though, the average years of service will invariably diminish. The Commission must accept this inevitability but work to lessen the impact this may have on our quality of service through training, mentoring, and proper balancing of office and individual case loads.

Healthy Organization

We know that Legal Aid is successful when we are a healthy organization characterized by strong fiscal and resource management, employee wellness and leadership with vision for the future.

Measures of Success

- Budget to actual expenditure variance
- Budgetary value compared to other Legal Aid Plans
- Appropriate staff retention rates
- Employee absences/engagement

"we consider retention and engagement of staff critical factors in an organization's health"

Summary of Measures

A healthy organization can mean many things; the Commission considers retention and engagement of staff critical factors in an organization's health. Financial health is also key; you will note that most indicators of the financial health of the organization will be found in other sections of this report with a few key indicators highlighted here.

Employee Wellness	2008-09	2009-10	2010-11
Employee Sick Time (Days/Employee)	10.03	10.46	9.03
Staff Retention Rates: Lawyers/LD	3 of 84	3 of 90	3 of 88
Staff Retention Rates: Admin Staff	4 of 79	2 of 77	3 of 77
Retirements: Lawyers/LD	0 of 84	1 of 90	2 of 88
Retirements: Admin Staff	2 of 79	3 of 77	1 of 77

	2008/09	2009/10	2010/11
Costs/Application	$ 945	$ 990	$ 961
% Budget Spent on Central Admin	6.63%	6.20%	7.68%
Total Funding	$ 20,315,000	$ 21,209,000	$ 21,371,000
# of cases to PB	1981	1268	1283

Highlight – Legal Aid Information Network

An ambitious project occurred over these past two fiscal years to replace the previous Legal Aid database known as the Case Management System (CMS). CMS had been in operation since 1993 and was created, primarily, to be able to report to our government agencies on required data. Over 15 years, the system evolved to be more of a tool for staff in providing client service – but it could only evolve so far.

With funding received from the Law Foundation of Saskatchewan, LAS designed and launched the Legal Aid Information Network (LAIN) in November 2011. The vision of LAIN was to be more than just a computer program used for data entry but rather a tool that could be integrated across all of Legal Aid into the day-to-day tasks of staff members.

LAIN is a true network allowing multiple users and offices to actively manage the electronic version of a client's case file. With the ability to share appropriate information, attach documents, and export reports LAIN is becoming an integral tool in the administration of Legal Aid. Large change like this is not easy and the staff of Legal Aid have stepped up to the challenge in adapting to changes to their day-to-day work after almost 20 years of using the previous system.

LAIN has the advantage of providing a more accurate description of the client experience which will allow us to more accurately report on all the measures you see in this report. As our needs evolve, so to will LAIN.

LAIN by the Numbers	
250,000+:	Number of active and inactive cases migrated over from CMS into LAIN
23,866:	Number of applications entered into the database in 2011/12
12,739:	Number of applications entered into LAIN since the launch in November
27:	Average number of users logged into LAIN at any given time during the work day
26:	Number of months from assessment to launch
22:	Number of staff directly involved in its design and/or testing

Statistical Summaries

Please refer to Glossary	2010-11	2009-10	2008-09	2007-08	2006-07
CLIENT SERVICES					
Applications Received [1]	22,849	23,907	23,179	21,765	22,585
Applications Refused Service	1,770	1,587	1,254	1,923	1,930
FULL SERVICE APPLICATIONS (OPENED CASES):					
Federal Criminal (Adult)	12,429	12,961	12,541	11,210	12,045
Federal Criminal (Youth)	4,041	4,080	3,413	3,464	3,192
Family	3,874	3,576	3,732	3,628	3,963
Civil	0	1	0	1	0
Provincial Offences	5	9	9	6	8
Total Full Service Applications	20,349	20,627	19,695	18,309	19,208
Cases assigned to the Private Bar:					
Federal Criminal (Adult & Youth)	1,113	1,124	1,764	1,320	1,085
Cases assigned to the Private Bar: Family	170	144	217	268	262
Total Cases Assigned to the Private Bar	1,283	1,268	1,981	1,588	1,347
CLOSED CASES					
Federal Criminal (Adult)	10,664	12,511	10,754	11,119	11,440
Federal Criminal (Youth)	3,657	3,903	2,944	3,346	2,910
Family	2,399	2,923	2,935	3,463	3,980
Civil	0	2	0	1	0
Provincial Offences	1	10	7	8	6
Cases Closed by Staff [2]	16,721	19,349	16,640	17,937	18,336
Cases Closed by the Private Bar	1,187	1,434	1,740	1,306	1,230
Total Closed Cases	17,908	20,783	18,380	19,243	19,566
OTHER SERVICES					
Duty Counsel (Advice)	14,126	12,802	12,352	12,040	11,509
Duty Counsel (Service)	3,322	3,620	3,512	3,275	3,134
Summary Service or Advice	2,146[3]	3,904	5,078	5,649	5,236
Incoming Reciprocal Applications	70	70	70	68	63
Outgoing Reciprocal Applications	113	91	96	81	96
Appeals against Refused Applications	869	925	743	798	773
Appeals to the Civil Appeals Committee	5	4	7	3	7

[1] *Numbers have been adjusted from previous years to accommodate a more accurate statistical process.*
[2] *Numbers are lower from delays in closings due to roll-out of the new Legal Aid database.*
[3] *Numbers reflect a more accurate statistical process in-line with the definition of "Summary Advice" as provided by the Canadian Centre for Justice Statistics*

Caseload Statistics

Caseload Statistics

AREA OFFICE	Federal Criminal – Adult	Federal Criminal – Youth	Family	Civil	Provincial Offence	Total Full Service Applications	Duty Counsel Service	Total Cases Closed	Summary Advice or Service Service	Duty Counsel Advice
Central	0	0	0	0	0	0	0	0	0	14,108[1]
Battlefords	1,358	333	175	0	0	1,866	0	1,569	1	0
Meadow Lake	1,239	276	258	0	0	1,773	0	1,495	294	0
Melfort	484	186	115	0	1	786	0	623	48	0
Moose Jaw	375	75	175	0	0	625	0	477	134	0
Northern	822	226	179	0	0	1,227	0	911	91	0
Prince Albert	2,245	708	475	0	2	3,430	0	3,148	510	0
Regina City	1,715	634	800	0	0	3,149	1,674	2,362	337	7
Regina Rural	852	121	375	0	0	1,348	0	1,078	208	0
Saskatoon City Criminal[2]	1,738	920	0	0	0	2,658	1,648	2,172	0	2
Saskatoon City Family	0	0	729	0	0	729	0	378	0	0
Saskatoon Rural	428	132	158	0	0	718	0	688	67	0
South East	277	129	136	0	0	542	0	467	321	4
Swift Current	161	59	91	0	1	312	0	331	99	0
Yorkton	733	242	210	0	1	1,186	0	1,022	36	5
Total Full Service Applications	12,429	4,041	3,874	0	5	20,349	-	-	-	-
Duty Counsel Service	3,322	-	-	-	-	-	3,322	-	-	-
Total Closed Cases	10,664	3,657	2,399	0	1	-	-	16,721	-	-
Summary Advice	1,142	69	856	38	41	-	-	-	2,146	-
Duty Counsel Advice Service	11,789	1,817	0	0	520	-	-	-	-	14,126

[1] - *This service is provided by private lawyers on contract.*

[2] - *Due to delay in data entry, it is estimated 300-400 cases were not included in this fiscal year and will appear in next year's report.*

\- - *Not applicable.*

- Most of the cases for which Legal Aid Saskatchewan grants full service applications are for federal criminal – adult matters (60.9%). This is followed by federal criminal youth matters (20.4%) and family matters (18.7%).
- The number of full service applications decreased by 1.2% compared to the previous year.
- Compared to the previous year, the family law area increased by 298 cases, or 8.3%, and service for criminal law (both adult and youth) matters decreased by 571 or 3.3%.
- In November 2010, Legal Aid switched databases. The new database, called the Legal Aid Information Network (LAIN) allows for much more detail to be captured about a case and will result in different, but more accurate statistics as the years go on.

Financial Overview

Sources of Funding

In 2010-2011, Legal Aid Saskatchewan received funding from three sources:

- Funds appropriated by the Provincial Government through the Ministry of Justice.
- Client contributions, costs awarded by the Court on behalf of clients, interest earned on monies invested, and miscellaneous receipts.
- Grants from the Law Foundation of Saskatchewan (LFS) and the LFS Legal Aid Endowment Fund Trust for special projects.

The Government of Canada reimbursed the Province for some of the legal aid expenditures on federal criminal matters (adult and youth). The contribution agreement was renewed to March 31, 2012.

Distribution of Funding

In 2010-2011, The Saskatchewan Legal Aid Commission's budget of $21.3 million was divided into the two general areas of direct legal service and administration. **The table below shows the distribution.**

"There have been noticeable changes to the Justice system"

Significant Pressures on the Commission's Budget

Government Changes in Justice

Over the past few years, there have been noticeable changes to the Justice system and in the government's approach to "tackling crime". This has resulted in a higher frequency of dangerous offender applications, more mandatory minimum offences, and increased the rate of child apprehension cases. All of these services are within the range of Legal Aid Saskatchewan, and all of these services require much more of our lawyer's time to defend. As more effort is put into the Justice system to apply these reforms, it can only be expected that more effort must be put into defending the clients affected by these reforms. Although these types of defences require more time and effort they are done so within current resource allocations.

(in $=000s)	2009-010 Actuals	20010-11 Planned[1]	2010-11 Actuals	2011-12 Planned
Operating Fund Revenue:				
Appropriation	$21,209	$21,221	$21,371	$21,863
Other	$ 280	$ 228	$ 190	$ 128
Total	$21,489	$21,449	$21,561	$21,991
Operating Fund Expenses:				
Direct Legal Service [2]	$18,882	$19,189	$18,708	$20,097
Administration [3]	$ 2,392	$ 2,590	$ 2,411	$ 2,798
Sub-total	$21,274	$21,779	$21,119	$22,895
Purchase of Capital Assets [4]	$ 113	$ 75	$ 45	$ 67
Total	$21,387	$21,854	$21,164	$22,962
Operating Fund Excess (Deficiency) of Revenue over Expenditure	$ 102	($ 405)	$ 397	($ 971)

[1] *Actual results for 20010/11 may vary from planned expenditures for many reasons, some of which are mentioned previously under Significant Pressures on the Budget.*

[2] *Direct Legal Service expenditures include salaries & benefits, travel, provision of legal services, and other legal expenses.*

[3] *Administrative expenditures include accommodation, telephone, postage, stationery & office supplies, periodicals, photocopying, and other operating expenses.*

[4] *Purchase of Capital Assets are included in the Operating Fund activities of the Commission. However, for financial reporting the purchases are recorded as an increase to Capital Asset costs on the Statement of Financial Position.*

Private Bar Appointments

Private bar appointments remain a volatile area for the organization due to the difficulty of predicting the need for external lawyers due to illness, staffing changes, and conflict situations. While every effort is made to keep these costs low and stable, pressure on the budget is difficult to anticipate.

In 2010-11, costs associated with private bar appointments were much less than budgeted. This can largely be attributed to the fact that Legal Aid was often fully staffed, resulting in increased internal capacity. It is difficult to estimate internal staffing needs on a year-to-year basis, hence adding to volatility of this element.

It should be noted that the tariff rate of pay for lawyers has not increased since 2007. Any increase in the rate will of course add to costs associated with this element.

Maintaining Office Space

Securing funding to expand and update our workspaces is an emerging and growing need for our organization. Legal Aid works with the Ministry of Government Services to renovate certain offices or to secure additional space. During this fiscal year, additional space was acquired and renovations occurred at the North Battleford, Regina Rural, and Regina City area offices. Legal Aid is currently negotiating with Government Services about moving the Regina City area office to an entirely new location with hopes to have this complete by the Fall.

"funding to expand and update our workspaces is an emerging and growing need"

	2010-11	2009-10	2008-09	2007-08	2006-07
Operating Fund Revenue	**$21,561,162**	$21,489,727	$29,590,059	$18,876,938	$17,570,684
Operating Fund Expenses [1]	**$21,163,936**	$21,387,081	$20,494,602	$19,146,788	$16,934,959
Operating Fund (Deficiency) of Revenue over Expenditures	**$ 397,226**	$ 102,646	$ 96,357	(269,850)	$ 635,725
Investment in Capital Assets Fund	**$ 475,867**	$ 594,423	$ 276,539	$ 284,337	$ 233,166
Unrestricted Assets, end of year	**$ 802,018**	$ 404,792	$ 302,146	$ 205,789	$ 475,639
Contribution of the Federal Government - Adult Criminal and Young Offenders [2]	**$ 4,202,560**	$ 4,202,560	$ 4,202,560	$ 4,202,560	$ 2,825,457 Plus Investment Fund: $ 1,391,259 Total $ 4,216,716
Per Capita Expenditures on Legal Aid	**$20.12**	$ 20.88	$ 20.04	$ 19.02	$ 17.15
Number of members of the Private Bar actively involved in providing services under The Legal Aid Act	**112**	126	132	164	132

[1] *The Operating Fund Expenses represent the operating fund activities which include expenses for Direct Legal Service, Administration and purchase of capital assets.*

[2] *According to Saskatchewan Justice records.*

Audited Statements

Management's Responsibility for the Financial Statements

Management is responsible for the integrity of the financial information reported by The Saskatchewan Legal Aid Commission. Fulfilling this responsibility requires the preparation and presentation of financial statements and other financial information according to generally accepted accounting principles. These recommendations are consistently applied, with any exceptions specifically described in the financial statements.

The accounting systems used by the Commission include an appropriate system of internal controls to provide reasonable assurance that:

- transactions are authorized;
- the Commission's assets are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other information;
- the accounts are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other financial information.

"the accounts are properly kept and financial reports are properly monitored"

To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings.

The members of the Commission have also reviewed the financial statements with representatives of management. The Provincial Auditor of Saskatchewan has audited The Saskatchewan Legal Aid Commission's statement of financial position as at March 31, 2011, and the statement of operations and changes in the fund balances, and cash flows for the year then ended.

Their responsibility is to express an opinion on the fairness of management's financial statements. The Auditor's Report outlines the scope of their audit and their opinion.

Allan T. Snell, Q.C.
Chief Executive Officer

Jerome Boyko, B.Comm., CA,
Director of Finance

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of Saskatchewan Legal Aid Commission which comprise the statement of financial position as at March 31, 2011, and the statement of operations and changes in fund balances and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles for not for profit organizations for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

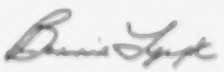
My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan Legal Aid Commission as at March 31, 2011, and the results of its operations and changes in fund balances, and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles for not for profit organizations.



Regina,
Saskatchewan
June 28, 2011

Bonnie Lysyk, MBA, CA
2011 Provincial Auditor

Statement 1

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF FINANCIAL POSITION
As at March 31

	2011	2010
ASSETS		
Current		
Cash	$ 2,698,426	$ 2,030,183
Accounts receivable	62,844	11,278
Prepaid expense	145,453	149,219
Total current assets	2,906,723	2,190,680
Capital assets (Note 5)	475,868	594,422
	$ 3,382,591	$ 2,785,102
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 6)	$ 2,062,262	$ 1,704,852
Deferred contributions (Note 7)	42,443	81,036
Total current liabilities	2,104,705	1,785,888
FUND BALANCES		
Net assets invested in capital assets fund	475,868	594,422
Operating fund - unrestricted	802,018	404,792
	1,277,886	999,214
	$ 3,382,591	$ 2,785,102

(See accompanying notes)

Statement 2

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES
Year Ended March 31

	2011				2010
	Operating Fund Budget (Note 11)	Operating Fund Actual	Net Assets Invested in Capital Assets Fund Actual	Total	Total
Revenue:					
Ministry of Justice	$ 21,221,000	$ 21,371,000	$ ---	$ 21,371,000	$21,209,000
Grants (Note 7)	172,000	106,583	32,760	139,343	501,236
Other	55,958	83,579	---	83,579	68,163
	21,448,958	21,561,162	32,760	21,593,922	21,778,399
Expenses:					
Salaries and employee benefits	15,735,604	15,687,824	---	15,687,824	15,510,316
Central Office administrative (Schedule 1)	685,624	531,675	116,295	647,970	580,146
Area Office administrative and operating expenses (Schedule 1)	1,904,172	1,879,750	76,630	1,956,380	1,894,598
Provision of legal services	2,609,000	2,128,299	---	2,128,299	2,452,397
Other legal expenses	223,350	169,326	---	169,326	209,206
Travel	621,000	722,285	---	722,285	709,629
Loss on disposal of fixed assets	---	---	3,166	3,166	1,578
	21,778,750	21,119,159	196,091	21,315,250	21,357,870
Excess (deficiency) of revenue over expenses	(329,792)	442,003	(163,331)	278,672	420,529
Fund Balances, beginning of year	404,792	404,792	594,422	999,214	578,685
Transfer between funds (Note 12)	(75,000)	(44,777)	44,777	---	---
Fund Balances, end of year	$ ---	$ 802,018	$ 475,868	$ 1,277,886	$ 999,214

(See accompanying notes)

Statement 3

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CASH FLOWS
Year Ended March 31

	2011	2010
Cash provided by (used in)		
OPERATING ACTIVITIES		
Appropriation funds received	$ 21,371,000	$ 21,359,000
Cash received from grants	50,750	255,861
Cash received from other income	77,001	86,355
Cash payments for salaries and benefits	(15,416,438)	(15,514,351)
Cash payments for other suppliers	(3,277,305)	(3,173,829)
Cash payments for legal services	(2,059,228)	(2,485,105)
Net cash provided by (used in) operating activities	745,780	527,931
INVESTING ACTIVITIES		
Purchase of capital assets	(77,537)	(401,722)
FINANCING ACTIVITIES		
Cash received from grants for capital assets	---	288,672
Net increase (decrease) in cash	668,243	414,881
Cash, beginning of year	2,030,183	1,615,302
Cash, end of year	$ 2,698,426	$ 2,030,183

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2011

The Legal Aid Act came into force on September 1, 1983 by Order in Council 1275/83 and continued The Saskatchewan Community Legal Services Commission as a body corporate under the name of The Saskatchewan Legal Aid Commission (Commission). The purpose of the Commission is to provide legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure those services from their own resources.

1. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles for not for profit organizations and include the following significant accounting policies:

a) Fund Accounting

The Commission follows the restricted fund method of accounting for contributions. For financial reporting purposes, the following major funding groups are:

Operating Fund (unrestricted assets)

The Operating Fund reflects the primary operations of the Commission including revenue from the Ministry of Justice for the provision of legal services.

Net Assets Invested in Capital Assets Fund (restricted assets)

Net Assets Invested in Capital Assets Fund reflects the equity of the Commission in capital assets. This fund includes any grants externally restricted for the acquisitions of capital assets. The Commission also imposes a restriction that any capital purchase made with operating funds is recorded as an interfund transfer. Expenses consist primarily of amortization of capital assets.

b) Capital Assets

Capital assets are recorded at cost. Normal repairs and maintenance are expensed as incurred. The capital assets are reduced annually by an amount representing the consumed cost of the asset calculated as follows:

Office Equipment and Furniture	14 2/7% per annum
Legal Aid Information Network (LAIN) Development Costs	33 1/3%per annum
Library	33 1/3% per annum

c) Revenues

The following are included in revenue:

i) Unrestricted contributions are recognized as revenue of the Operating Fund in the year received or receivable.

Other revenue is comprised of client contributions, cost recoveries, interest, and miscellaneous receipts.

ii) Restricted contributions related to capital assets are recognized as revenue of the Net Assets Invested in Capital Assets Fund in the year received or receivable.

d) Financial Instruments

The Commission classifies its financial instruments into one of the following categories: 1) held-for-trading, 2) loans and receivables, and 3) other financial liabilities.

All financial instruments are measured at fair value upon initial recognition. Cash is classified as held-for-trading and is measured at the fair value with changes in fair value recognized in net income. Accounts receivable are classified as loans and receivables and are measured at amortized cost. Accounts payable and accrued liabilities are classified as other financial liabilities and are measured at amortized cost.

The Commission does not have any embedded derivatives in host contracts.

2. Financial Risk Management

The management of the Commission mitigates the risks associate with financial instruments with regular reporting to the members of the Commission.

Credit Risk:
Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Commission's exposure to credit risk is from the potential of non-payment of grants or accounts receivable. The credit risk on the receivables is not material as most grants are paid from the provincial appropriations and the other receivables are comprised of small amounts from contributions from clients.

Liquidity Risk:
Liquidity risk is the risk that the Commission is unable to meet its financial commitments as they become due. The Commission manages the liquidity risk from the monthly appropriations it receives from the Saskatchewan Ministry of Justice.

Market Risk:
Market risk represents the potential for loss from changes in the value of financial instruments due to changes in the market conditions. The Commission does not have any exposure to market risk.

3. Capital Management

The Commission's objective when managing its fund balances is to ensure adequate funding exists to support the operations and growth strategies of the Commission.

The Commission obtains its funding from provincial appropriations through the Ministry of Justice. The Commission capital structure consists of two major funding groups that are outlined in note 1 a). The Commission does not have any debt.

The Commission monitors and assesses its financial performance by a monthly variance analysis of actual and yearly projections to approved budget. The budget and variance analysis is approved by the members of the Commission. The management of the Commission also provide an appropriation forecast to the Ministry of Justice.

4. Pension Plan

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension expense for 2011 amounted to $683,428 (2010 - $707,006).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan. Certain administration expenses of the Plan are initially paid by the Commission and are subsequently refunded by the Plan. As at March 31, 2011, the Plan owed the Commission $3,450 (2010 – $nil).

5. Capital Assets

Capital assets are comprised of the following amounts:

	2011			2010		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Office equipment and furniture	$ 929,196	$ 671,477	$257,719	$ 924,461	$ 623,154	$ 301,307
LAIN Development Costs	321,432	107,144	214,288	288,672	---	288,672
Library	470,139	466,278	3,861	548,367	543,924	4,443
	$1,720,767	$ 1,244,899	$475,868	$1,761,500	$ 1,167,078	$ 594,422

Library assets have been fully amortized. Therefore, the net book value represents each book valued at $1. No amortization has been recognized in the period.

6. Accounts Payable and Accrued Liabilities

	2011	2010
Supplies and services	$ 239,510	$ 223,559
Accrued private solicitors' fees	1,109,712	1,040,641
Employee salaries and benefits	713,040	440,652
	$ 2,062,262	$ 1,704,852

7. Deferred Contributions and Grants

Deferred operating contributions represent grants and externally restricted contributions for which the related expenditures have not been incurred.

	2011	2010
Balance, beginning of year	$ 81,036	$ 71,489
Add: Grant contributions received or receivable in the year		
Law Foundation of Saskatchewan	17,240	176,526
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	50,750	45,585
Less: Amounts recognized as revenue in the year	(106,583)	(212,564)
Balance, end of year	$ 42,443	$ 81,036

Also, during the year, the Law Foundation of Saskatchewan provided funds in the amount of $32,760 (2010 - $288,672) which were recorded as revenue in the Net Assets Invested in Capital Assets Fund.

8. Measurement Uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions on accrued private solicitors' fees that affect the reported amount of accounts payable and accrued liabilities at the date of the financial statements and the reported amount of expenses during the reported period. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

9. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to the Commission by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties").

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at rates which are determined primarily on the basis of recovery of the costs incurred by the related party. These transactions and amounts outstanding at year end are as follows:

	2011	2010
Expenses	$ 1,516,206	$ 1,546,734
Accounts payable	743	1,550

Other operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2011	2010
Expenses	$ 404,401	$ 423,905
Other revenue	420	5,413
Accounts payable	103,937	25,831

In addition, the Commission pays Provincial Sales Tax on all its taxable purchases. The Commission also received transcripts without charge from the Ministry of Justice, Transcript Services.

During the year, the Commission made payments of $127,242 (2010 - $127,242) to the Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund (Fund) that is set up under the collective bargaining agreement between C.U.P.E. Local 1949 and the Commission. As outlined in the agreement, the Fund is jointly administered by the Commission and the Union through the Labour Management Relations Committee. The Commission provides the Fund with day-to-day administration. The intent of the Fund is to cover increased premium costs of the extended health care benefits for members of C.U.P.E. Local 1949. The increased premium costs are initially paid by the Commission and for the year the Fund reimbursed the Commission $114,975 (2010 - $112,004) for the increased premium costs. The balance of this account is $147,774 (2010 - $133,775) and these amounts are not included on the Commission's statement of financial position.

Other transactions with related parties and amounts due to or from them are described separately in these financial statements and the notes thereto.

10. The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust

A Trust Deed exists between the Law Foundation of Saskatchewan and the Trustees of The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust (Trust). The Trust has been established with an endowment to assist in the Commission's mandate by:

a) improving access to justice for persons whose own financial resources are inadequate;
b) enhancing the ability of all Commission employees to provide legal aid service to clients, including education, research and the acquisition of research, teaching and library materials by the Commission;

c) providing funds for research in legal and social areas related to legal aid and access to justice; or
d) assisting otherwise in the Commission's mandate in ways not traditionally covered by government funding, and with particular emphasis on novel or innovative programs or delivery methods.

An endowment amount of $2,100,000 (2010 - $2,100,000) has been provided to the Trust and only the net income from the Trust is available for the beneficiaries. The transactions and amounts related to activities of the Trust at year end are as follows:

	2011	2010
Grants	$ 50,750	$ 56,502
Deferred contributions	28,753	35,783

The Trust has five trustees, three of which are members of the Commission. They include:

- The Chair of The Saskatchewan Legal Aid Commission
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Law Society of Saskatchewan
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Minister of Justice (Saskatchewan)

The Commission has authorized the utilization of its staff as may be reasonably required from time to time to provide administrative support to the Trust at no fee.

11. Budget

These amounts represent the operating budget approved by members of The Saskatchewan Legal Aid Commission.

12. Interfund Transfers

The Commission internally restricted and transferred from the Operating Fund to the Net Assets Invested in Capital Assets Fund $44,777 (2010 - $113,050) for the purchase of capital assets.

13. Future Accounting Policy Change

In September 2010, the Public Sector Accounting Board approved an amendment to the introduction to the Public Sector Accounting Handbook. Effective for fiscal years beginning on or after January 1, 2012, government not for profit organizations are directed to use either the public sector accounting standards or public sector accounting standards for government not for profit organizations. Management is currently assessing the appropriateness and potential impact of the change in accounting standards on its financial statements for the year ending March 31, 2012.

Schedule 1

THE SASKATCHEWAN LEGAL AID COMMISSION
SCHEDULE OF ADMINISTRATIVE AND OPERATING EXPENSES
Year Ended March 31

	2011		2010
	Budget	Operating Fund Actual	Operating Fund Actual
Central Office Administrative			
Leased accommodation	$ 160,724	$ 119,157	$ 114,888
Computer leases, maintenance, and support	43,770	98,763	53,811
Telephone	19,460	14,204	14,851
Postage	20,800	11,616	17,251
Stationery and office supplies	12,700	14,758	13,002
Periodicals	6,300	7,069	6,353
Photocopying	3,800	2,614	2,734
Expenses related to Endowment Grant revenue	60,000	57,780	56,502
Expenses related to Law Foundation Grant revenue	112,000	48,803	156,062
Other operating expenses	246,070	156,911	134,393
Total Central Office Administrative	$ 685,624	$ 531,675	$ 569,847
Area Office Administrative and Operating Expenses			
Leased accommodation	$ 1,211,532	1,172,862	$ 1,135,739
Computer leases, maintenance, and support	202,980	181,145	159,049
Stationery and office supplies	117,300	135,407	119,765
Telephone	115,540	119,316	120,907
Postage	37,200	42,898	38,646
Periodicals	38,700	35,928	34,326
Photocopying	38,200	36,121	37,253
Other operating expenses	142,720	156,073	176,951
Total Area Office Administrative and Operating Expenses	$ 1,904,172	$ 1,879,750	$ 1,822,636

Glossary of Terms

Application
Refers to a formal written request for legal assistance. Related legal matters enumerated at the time of application are included on one application, despite the requirement for a court appearance. Separate applications are counted for criminal, family, civil or provincial offence matters. Clients sign applications primarily to attest to their financial eligibility.

Appeal
Refers to an appeal of a lower court or administrative tribunal decision, not an appeal of a refused application.
Appeal against Refusal
Refers to an appeal of a refused application for legal services.

Brydges Service
Refers to Duty Counsel Advice provided over the telephone by contract lawyers. This service is available to all individuals charged with a crime regardless of range of service or eligibility for the full services of Legal Aid.

Civil matters
Refers to all other civil proceedings that are not of a family nature.

Conflict
Refers to acting against the interest of a current client or of a past client where there is a danger or perceived danger that information obtained as a result of the previous representation might be relevant and used in the present matter.

Contribution
Refers to that portion of the costs of legal services that an applicant, client, former client or other person may be required to pay. Coverage or range of service restrictions Refers to applications refused because the legal matter is not covered by Legal Aid Saskatchewan.

Duty Counsel Service
Refers to legal services provided by a lawyer at a location other than a legal aid office, where the person assisted had not applied in writing requesting legal aid service and results in representation of the individual in court.

Duty Counsel Advice
Immediate, although temporary, advice, by telephone or in person, to arrested or detained persons, irrespective of financial status and provided by a staff lawyer of Legal Aid Saskatchewan.

Family matters
Refers to proceedings related to divorce, separation, maintenance, custody/access, and other matters of a family law nature.

Federal Criminal Matters (adult)
Refers to applications for matters under the *Criminal Code of Canada, Narcotic Control Act, Food and Drug Act*, or other *Federal Statutes* if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.

Federal Criminal Matters (youth)
Refers to applications for matters under the *Youth Criminal Justice Act*.

Financial Ineligibility
Refers to reasons for refusing an application based on some financial information revealed by the applicant about income, assets and liabilities.

Full Service Application
Refers to an application that is granted the full legal services of Legal Aid Saskatchewan

FullTimeEquivalent(FTE)
Refers to a statistical number that takes into account the number of total hours worked by all employees divided by the maximum number of compensable hours in a work year.

Provincial Offence Matters
Refers to applications for matters under provincial statutes, such as *Alcohol Control Act, Wildlife and Parks Act*, or *Highway Traffic Act*.

Reciprocal Application
See Interprovincial reciprocity agreement. Incoming refers to those applications coming from other jurisdictions, while Outgoing refers to those Saskatchewan sends out.

Refused application
Refers to all formal written requests for legal aid that have been denied legal services due to financial ineligibility, lack of merit or range of service or coverage restrictions.

Summary Advice
Refers to the provision of legal advice, information, or any other type of minimal legal service to an individual involving no more than a brief interview or telephone call.

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